

NAREIM Calendar

An overview of NAREIM programming in 2021

NAREIM is the home of real estate investment management business and organizational strategy & benchmarking. And we are a leader in association peer collaboration and engagement.

Through the course of each year, NAREIM members get access to in-person and virtual meetings as well as formal benchmarking reports and member surveys as well as the opportunity to publish proprietary thought leadership.

Below is a handy guide to the NAREIM program calendar in 2021.

| NAREIM Programming | | | |
|--------------------|--|---|--|
| | Annual Meetings | Research | Member Resources |
| January | | | <ul style="list-style-type: none"> Year In Review |
| February | | <ul style="list-style-type: none"> Diversity & Inclusion Survey released | |
| March | | <ul style="list-style-type: none"> Global Management Survey <ul style="list-style-type: none"> Data collection begins Defined Contribution Survey <ul style="list-style-type: none"> Data collection begins | |
| April | | <ul style="list-style-type: none"> Compensation Survey <ul style="list-style-type: none"> Data collection begins | <ul style="list-style-type: none"> Dialogues Spring issue released alongside IREI |
| May | <ul style="list-style-type: none"> Sustainability Data Strategy | | <ul style="list-style-type: none"> Dialogues Fall issue open for articles |
| June | <ul style="list-style-type: none"> Asset & Portfolio Management Acquisitions | | |
| July | | | |
| August | | | |
| September | <ul style="list-style-type: none"> Architecture & Engineering | <ul style="list-style-type: none"> Global Management Survey released Diversity & Inclusion Survey <ul style="list-style-type: none"> Data collection begins | |
| October | <ul style="list-style-type: none"> Talent Management Executive Officer | <ul style="list-style-type: none"> Compensation Survey released Defined Contribution Survey released | <ul style="list-style-type: none"> Barclay Fellows <ul style="list-style-type: none"> New Class Dialogues Fall issue released alongside IREI |
| November | <ul style="list-style-type: none"> Legal & Compliance Job Fair | | <ul style="list-style-type: none"> Dialogues Spring issue open for articles Resume Book released |
| December | <ul style="list-style-type: none"> Capital Raising & IR | | |

NAREIM will also provide up to 19 virtual connections, a series of in-person roundtables across the US and member polls/surveys throughout 2021. See overleaf for more information.

Meetings

In 2021, NAREIM will deliver to every professional, at each of our member firms, the following opportunities to connect, collaborate and engage:

- **10 Annual Meetings** – Annual meetings focused on peer networking and member case studies per departmental group. Meetings are typically one-day in duration, and during 2021 will be virtual owing to Covid-19. Annual meetings during 2021 will kick off with a limited capacity, in-person regional roundtable lunch. See below for more information on the regional roundtables
 - Meetings comprise the following departmental groups:
 - Acquisitions; Architecture & Engineering; Asset & Portfolio Management; Capital Raising & IR; Data Strategy; Executive Officer; Job Fair; Legal & Compliance; Sustainability and Talent Management
 - Annual meetings will run from May through December
 - Register for NAREIM Meetings here: <https://www.nareim.org/event>
 - Download the guide to participating in NAREIM Meetings and Planning Committees here: <http://bit.ly/NAREIM-planning-committees>

FORMAT: Annual Meeting

- Breakfast/lunch in-person networking, Day 1: Meeting-specific roundtable breakfast/lunch with 8-10 people.
 - *Note social distancing and Covid-19 safety protocols must be followed at all times.*
- Evening networking, Day 1: Open-mic virtual Q&A with NAREIM members and keynote plus networking hour.
- Morning and afternoon virtual sessions, Day 2: Focused on member case studies and expert analysis.
 - All sessions will involve:
 - Whole room Q&A among members
 - Small group, breakout room discussion and white board collaboration
 - Best practice report back
- Day 3: For Executive Officers, NAREIM will host a dedicated in-person roundtable breakfast/lunch for 8-10 people.

- **19 Virtual Connections** – Up to two 60-minute meetings per year for the above departmental groups, plus one NEW virtual connection for Communications, Marketing and PR professionals within NAREIM member firms. Held throughout the year

FORMAT: Virtual Connection

- 60-minute Virtual Connection from 11am PT/1pm CT/2pm ET
 - 45-minutes: Member case studies and what's on your mind
 - 15-minutes: Networking with peers

- **In-person Regional Roundtables** – a series of small, intimate lunches will be held with departmental groups and Executive Officer members, respectively, across the US ahead of the Annual Meetings. The roundtables will be restricted to between 8-10 people and follow Covid-19 safety protocols

Research

NAREIM is proud to partner with Ferguson Partners to produce benchmarking research into compensation, capital raising and organizational and management metrics and best practices for real estate investment managers.

Each year, NAREIM produces four benchmarking surveys, including:

RESEARCH at-a-glance

- **Compensation.** Real estate investment management's only industry-specific compensation survey
- **DEI.** The first corporate diversity, equity and inclusion survey for the industry
- **Enterprise Benchmarking.** A global management and organizational benchmark, the Global Management Survey, covers capital raising, financial, organizational and governance metrics
- **New in 2021 - Defined Contribution.** In collaboration with DCREC, a defined contribution capital raising, organizational and best practice benchmarking survey.

NAREIM benchmarking research is not for sale. Research is available to participating NAREIM members only – only designated executives from NAREIM member firms can access the executive summaries of the research reports. Check out the NAREIM website: <https://www.nareim.org/research>

Compensation Survey – data collection launches March, report released October

More than 400 pages of compensation metrics and compensation program design, comprising:

- Data relating to compensation by position for more than 120 individual job titles, broken down by
 - Aggregate
 - AUM
 - Geography
 - Years in Current Position
 - Number of FTEs
 - Average promotions per year
- Trend analysis on compensation practices, covering:
 - Total compensation
 - Long-term incentives (non-promote/carry)
 - Promote, carried interest and co-investment
 - Benefit program design

Diversity & Inclusion – data collection launches September, report released February

More than 50 pages of corporate DEI metrics and best practices, comprising:

- Gender and ethnicity breakdown by seniority and job functions
- Best practice metrics relating to the implementation of DEI strategies and initiatives across investment management organizations, including:
 - Ownership and staffing
 - Accountability, tracking and measurement
 - Retention and recruitment
 - External partnerships and activities
 - Pay equity and transparency

Global Management Survey – data collection launches March, report released September

More than 100 pages of organizational, financial and capital raising metrics and best practices, comprising:

- Capital Raising and AUM:
 - Growth of net and gross AUM, commitment growth YOY, investor concentration ratios.
- Organizational Metrics:
 - Headcount growth, employees per \$1bn AUM, employee breakdowns per function, per function and seniority, portfolio manager workloads (per account, psf, per GAV) acquisition officer workloads, asset manager workloads, outsourcing, average turnover, size and composition of executive committees and workloads and deal flows
- Financial Metrics:
 - YOY financial performance, EBITDA (pre- and post-bonus) margins, bonus pools, revenue and expense breakdowns.

NEW. Defined Contribution Survey – data collection launches March, report released October

In collaboration with the Defined Contribution Real Estate Council, NAREIM in 2021, is producing a defined contribution capital raising and organizational metrics and best practices survey comprising investment manager and plan sponsor data and case studies. Data points will comprise:

- DC capital raising, AUM and plan sponsor access
- Staffing best practices
- Vehicle target allocations, structure and liquidity

Member Resources

Each year NAREIM produces an array of thought leadership and resources for members. Here is a summary of what's available to you and your team members:

Year in Review

A summary of NAREIM's activities over the past year, including meeting and research takeaways; member surveys; DEI: a series of investor perspective on diversity and inclusion; member articles in Dialogues; NAREIM Jeff Barclay Fellows, Class of 2020-21. Released January.

Member Surveys

In the past year, NAREIM conducted 13 member-initiated surveys, covering topics such as insurance premiums; captive insurance; Covid corporate travel and operations; rent relief; rent collections, Covid return to work strategies and content management solutions. Released throughout the year.

Resume Book

Undergraduate and graduate resume collection from more than 130 students from 11 schools across the US. Released November.

Dialogues

Contribute thought leadership articles to NAREIM's biannual magazine. Dialogues is published and distributed with IREI, a B2B publication distributed to more than 7,000 senior real estate investment professionals. Released April and October. Download the Dialogues guide here: http://bit.ly/NAREIM_Dialogues

NAREIM Jeff Barclay Fellows

Each year, NAREIM awards outstanding graduate students a unique learning and networking opportunity to attend the Executive Officer meeting in the Fall as well as departmental group meetings through the year, and the chance to be published in NAREIM's Dialogues magazine. Unveiled October.